

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 21 May 1997, immediately following the Closed Session,
in Room S-GM 407-1, SGW Campus

Attendance:

Present: Mr. Reginald K. Groome, *Chairman*, Dr. Tannis Arbuckle-Maag, Mr. Brian Aune, Mr. Alain Benedetti, Dr. Michael Brian, Ms. Marianne Donaldson, Dr. Leonard Ellen, Dr. Terrill Fancott, Mr. Leo Goldfarb, Dr. Henry Habib, Mr. Peter Howlett, Ms. Sanyu Kiruluta, Mr. Ronald Lawless, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Sister E. McIlwaine Ph.D., *Vice-Chairwoman*, Mr. Donald W. McNaughton, Ms. Susan O'Connell, Mr. Jean-François Plamondon, Mr. Richard Renaud, Mrs. Miriam Roland, Dr. Elizabeth Saccá, Ms. Kathy Tsolakos, Ms. Lillian Vineberg, Ms. Susan Woods

Officers of the University: Prof. Marcel Danis, Mr. Charles Emond, Mr. Larry English, Me Bérengère Gaudet, Dr. Jack Lightstone

Guests: Father Stanley Drummond, Me Bram Freedman, Mr. Laurie Zack

Absent: Mr. Ronald Corey, Mr. Daniel Gagnon, Mr. Paul Ivanier, Dr. Lawrence Kryzanowski, Me George Lengvari, Ms. Hazel Mah, Mr. Jacques Ménard, *Vice-Chairman*, Mr. Eric Molson, *Chancellor*, Mr. Jeff Nearing, Mr. Brian Neysmith, Mr. Benoit Pelland, Mr. Humberto Santos, Mr. Robert Simioni, Mr. Brian Steck, Mr. Jonathan Wener

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-97-5-D26	Proposed membership of the Advisory Search Committee for a Director of University Libraries
BG-97-5-D27	Letter from the Secretary of Senate recommending establishment of a School for Building
BG-97-5-D28	Letter from the Advisor on Rights and Responsibilities recommending amendment of the Code of Rights and Responsibilities
BG-97-5-D29	Excerpt from the Minutes of a meeting of the Executive Committee concerning Bond Issue Series 4D
BG-97-5-D30	Letter from the President of the Graduate Students' Association concerning a proposed health and dental plan
BG-97-5-D31	Report of the Rector on Sundry Fees approved during 1996-97

1. Call to Order

The Open Session was called to order at 8:25 p.m.

1.1 Chairman's remarks

The Chairman waived his remarks.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes of the Open Session of the previous meeting (16 April 1997)

Upon motion duly moved and seconded (Benedetti, Lowy), it was unanimously RESOLVED:

R97-30 *THAT the Minutes of the Open Session of the previous regular meeting of the Board held on 16 April 1997, be approved.*

2. Business Arising from the Minutes

There was no business arising.

3. Election of the membership of the Advisory Search Committee for a Director of University Libraries

Upon motion duly moved and seconded (Lowy, McIlwaine), it was unanimously RESOLVED:

R97-31 *WHEREAS, in accordance with the Rules and Procedures for Advisory Search Committees approved by the Board of Governors on 16 March 1994, the composition of the Advisory Search Committee for a Director of University Libraries was established on 16 October 1996;*

BE IT RESOLVED

THAT the following persons be elected as members of the Advisory Search Committee for the position of Director of University Libraries:

Dr. Jack Lightstone, Provost and Vice-Rector, Research, as Chair;

Ms. Lillian Vineberg, a Board member representing the community-at-large, recommended by the Executive Committee;

Ms. Judy Appleby, Mr. Christopher Bober, Ms. Margaret Ferley and Ms. Lee Harris, all librarians, nominated by the members of the Librarians' Forum;

Dr. Frank Chalk and Prof. Bernice Goldsmith, both faculty members, elected by the faculty members of Senate;

(two students to be elected later);

Ms. Claire Delisle, a member of the administrative and support staff from the Libraries, nominated in conformity with the Electoral College policy;

THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and

THAT the Chairman of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the constituency of the member who has resigned.

4. Approval to establish a School for Building

Introducing the motion to establish a School for Building, Dr. Fancott said the initiative had the strong support of the faculty, being perceived as a logical and positive development.

Upon motion duly moved and seconded (Fancott, Renaud), it was unanimously RESOLVED:

R97-32 *WHEREAS the Director of the Centre for Building Studies and Chair of the Civil Engineering Department has submitted a plan for the restructuring of the two units into one academic and administrative unit, to be called "School for Building"; and*

WHEREAS the said plan was approved by the Council of the Faculty of Engineering and Computer Science, and subsequently by Senate, at its meeting of 2 May 1997;

BE IT RESOLVED

THAT, on the recommendation of Senate, the establishment of a School for Building, as outlined in Document BG-97-5-D27, be approved.

5. Approval of Amendments to the Code of Rights and Responsibilities

Upon motion duly moved and seconded (Lowy, Renaud), it was unanimously RESOLVED:

R97-33 *WHEREAS the Code of Rights and Responsibilities was approved by the Board of Governors at its meeting of 21 December 1995; and*

WHEREAS the Advisor on Rights and Responsibilities, in cooperation with the Secretary of the Student Hearing Board and Legal Counsel, has made a careful analysis of the Code in order to determine its areas of weakness, and proposed certain amendments to improve its application so as to prevent future problems;

BE IT RESOLVED

THAT the proposed amendments to Articles 42, 52, and 54 of the Code of Rights and Responsibilities, as outlined in Document BG-97-5-D28, be approved.

Me Gaudet explained that the revised Code would be published and disseminated in the course of the annual policy update in October, and should also appear in the graduate and undergraduate calendars. Me Freedman added that participants in hearings under the Code are routinely provided with a copy.

6. Ratification of a resolution of the Executive Committee authorizing the University to borrow the sum of \$20.5M by way of Bond issue Series 4D, dated 9 May 1997.

The Chair of the Budget Committee, Mr. Aune, explained that Bond Issue Series 4D was for the purpose of financing capital expenditures.

Upon motion duly moved and seconded (Aune, McNaughton), it was unanimously RESOLVED:

- R97-34 *WHEREAS the Executive Committee, in accordance with its power to make decisions on matters requiring an urgent or immediate decision between Board meetings, adopted at its meeting held on 30 April 1997 a resolution authorizing the University to borrow the sum of \$20.5 Million by way of Bond Issue Series 4D, dated 9 May 1997; and*

WHEREAS the resolution adopted under such power requires ratification by the Board of Governors;

BE IT RESOLVED

THAT the Board of Governors ratify and confirm the aforesaid resolution, as fully set out in Document BG-97-5-D29.

7. Approval of the collection of a monthly fee of \$14.00 for the Graduate Students' Association Health and Dental Plan.

Mr. Plamondon, President of the Graduate Students' Association, explained that a referendum to establish support for a health and dental plan had been conducted by mail, with ballots and return envelopes provided. He said that with 12% of the eligible 2,982 students responding, the referendum response rate was high by Concordia's standards.

Upon motion duly moved and seconded (Plamondon, Renaud), it was unanimously RESOLVED:

- R97-35 *WHEREAS, in a referendum held in April 1997 by the Graduate Students' Association, a majority of the voting graduate students voted in favour of the proposed GSA Health and Dental Plan; and*

WHEREAS the said plan will be implemented and administered by the Graduate Students' Association, contingent upon conclusion of a formal agreement between the GSA and Concordia University establishing GSA's responsibility and liability for implementation of the Health and Dental Plan;

BE IT RESOLVED

THAT the Board of Governors approve the collection, by the University, from all registered graduate students, of an annual fee of \$89.42 for the Health Plan and of \$78.58 for the Dental Plan, for a total annual premium of \$168.00, the whole as set out in Document BG-97-5-D30.

8. Report on Sundry Fees for 1996-97

Pursuant to a special delegation of authority from the Board of Governors, the Rector is required to report annually to the Board on sundry fees created or revised during the fiscal year in the Rector's, the Vice-Rectors' or the Secretary-General's offices. Dr. Lowy presented the 1996-97 Report on Sundry Fees.

9, 10.1 Progress Report on the Capital Campaign and Report of the Advancement Committee

At the invitation of Mr. Groome, Dr. Ellen combined the reports on these two subjects. His report is summarized below.

At the meeting of 18 April 1997, Mr. Corey, the General Chair of the "Campaign for a New Millennium", reviewed the results of the Campaign to date. Mr. Corey discussed the composition and membership of the Campaign Committee and the Campaign Cabinet, identifying leadership positions which remain to be filled. The Cabinet plans to meet monthly and include the larger Committee three times a year for reporting and consultation purposes.

Mr. Renaud, Chair of the University Community Division of the Campaign, announced the results of that division, which includes students, faculty, staff, senior administration and retirees. With projected student contributions of \$9 million over 10 years, Board of Governors pledging \$2.2 million and the faculty, staff and senior administration appeal standing at \$840,000., this Division accounts for \$12 million, demonstrating the confidence of the internal community in the future of Concordia. At the same meeting, Mr. Ménard, Leadership Gifts Division Chair, identified a significant list of potential donors of \$500,000. and more.

The Advancement Committee also heard that, with the leadership of Chairman Alain Benedetti and the Interim Director of Annual Giving, Ms. Sylvie Battisti, the Annual Giving Campaign had achieved 95% of its 1996-97 Campaign goal of \$1.24 million. Dr. Ellen said the goal was believed to have been exceeded since that time -- a major accomplishment because the donations pool for annual giving has been reduced by pledges to the Capital Campaign.

Director of the Advancement Office Chris Hyde presented reports on several items including tax legislation affecting donations and the trip to Hong Kong where, it was clear, alumni would welcome more contact with the University.

Finally, Dr. Ellen reminded the Board that the advancement function at Concordia University had made great strides since its inception at the end of the 1983-1988 Capital Campaign. Mr. Renaud capped Dr. Ellen's report with praise for the fund-raising talent of Rector Fred Lowy.

Ms. Woods offered a tribute to Dr. Leonard Ellen who had worked conscientiously as Chairman of the Advancement Committee for more than a decade.

10.2 Report of the Pension Committee

Regarding business addressed by this Committee on 14 May 1997, Chairman Ronald Lawless said there was nothing to report at the present time.

10.3 Report of the Budget Committee

Chairman of the Budget Committee Brian Aune reported on the business of the 25 April 1997 meeting. He told the Board that the projected annual results for the year-end had worsened; whereas a \$1.2 million surplus had been projected, it now appeared the fiscal year would close with a surplus of no more than \$0.5 million. Reduction of the projected surplus was the net effect of an unanticipated budget cut of about \$0.8 million and an underestimation of tuition fee revenues.

10.4 Report of the Communications Committee

Communications Committee Chairwoman Susan Woods reported that a very interesting meeting was held on 8 May 1997, the main purpose of which was to explore the applications of internet technology in the University. Mr. Andrew McAusland, Director of Academic Technology for the Faculty of Arts and Science, detailed the advantages and limitations of offering academic courses on the World Wide Web (WWW). Mr. McAusland conveyed the importance of maintaining academic standards in on-line courses equal to the standards set in university classrooms, and highlighted economic benefits of electronic educational media. Mr. John Woodrow, Director of Computing Services, compared Concordia's progress in applying information technologies to that of other universities; after its early demonstration of leadership in teaching with the WWW, Concordia had lost ground.

Ms. Woods said subsequent discussion focussed on the role of the WWW in recruitment and public relations. She told the Board it had become clear to the Committee that Concordia would be adversely affected were we to fall behind other universities in using the Web to promote ourselves. The Committee had therefore resolved to promote investment in WWW capabilities to the senior administration as a key component of the University's strategic plan.

11. Report of the Rector, Dr. Frederick Lowy

Dr. Lowy reported on several subjects, as follows:

- (i) Budget compressions continued to be Concordia's most pressing concern. The administration was determined not to operate at a deficit, which some other Québec universities had opted for. Dr. Lowy admitted prospects for the 1998-99 year were poor and, if sustained, budget cuts would inevitably reduce the quality of educational services provided by the University. Although the working environment for staff and faculty was full of uncertainty, the Rector said morale remained high.
- (ii) A trip to western Canada with the Director of Alumni Services, Ms. Ann Vroom, had uncovered great enthusiasm in Calgary, Edmonton, Vancouver and Victoria

among Concordia alumni there, who were willing to help out with the Capital Campaign.

- (iii) Dr. Lowy emerged from a lengthy meeting with the Asia-Pacific Foundation convinced that considerable opportunities would be created by improving the coordination of Concordia's academic, research and recruitment activities in the Far East.
- (iv) Preliminary talks had been launched to explore the potential for establishing a joint centre for technology transfer with the other three Montréal universities.
- (v) Concordia University was granted a "Deka Award" by the Hellenic Board of Trade on 16 May 1997. The Rector emphasized the immense contribution made by Concordia's faculty, staff and students of Greek origin to the University and to the Montréal community.

12. Reports of the Vice-Rectors and the Chief Financial Officer

- 12.1 The Provost and Vice-Rector, Research, Dr. Lightstone, reported a minor delay in the academic planning process. The Faculties were asked in February to submit their responses, possibly containing alternative restructuring plans, to the planning document "Our Immediate Future" no later than 30 May 1997, when they would be discussed by Senate. Three of the four Faculties had completed the project, but the Faculty of Arts and Science had requested two additional months. The Faculty's Dean-elect, Dr. Martin Singer, had been assigned responsibility for the planning process upon his appointment by the Board in March. Dr. Lightstone said Dr. Singer's progress to date was impressive and he felt the advantages gained by allowing more time exceeded any potential disadvantages.

The Provost said he had consulted the Senate Committee on Academic Planning and Priorities (SCAPP) for guidance on how to proceed. SCAPP recommended postponing the Senate discussion until the fall, when all four Faculty documents could be considered simultaneously.

Dr. Lightstone reported on research funding. Both the Centre for Building Studies (CBS) and the Centre for Studies in Behavioural Neurobiology (CSBN) had had their funding renewed. Funding for the CSBN was renewed at a substantially increased level. Overall, in competition for operating grants, Concordia had done very well: in the FCAR "*nouveaux chercheurs*" category, Concordia came first among Québec universities, and NSERC applications showed a 50% rate of acceptance compared with a national average of 40%. Concordia fared less well in the competition for SSHRC grants, with 20% compared to the national average of 30%.

As three Deans will have completed their terms before the end of June 1997, Dr. Lightstone expressed his gratitude and admiration for the fine work done by Dr. Martin Kusy (Dean, School of Graduate Studies and Research), Dr. Donat Taddeo (Dean, Faculty of Engineering and Computer Science), and Dr. Gail Valaskakis (Dean, Faculty of Arts and Science) in obviously difficult times.

- 12.2 Vice-Rector, Services, Charles Emond reported that, in the past week, two officials of the provincial government had toured Concordia's facilities -- the best and the worst.

Mr. Emond said he would visit Québec City on 23 May 1997 to discuss development plans which had to be re-examined in the light of changes effected in the funding formula for renovation and new construction.

- 12.3 The Vice-Rector, Institutional Relations, Prof. Danis, told the Board that Concordia employees affiliated with the CSN-affiliate unions were involved in an initiative to assume control of the employee Pension Fund. He advised the Board that political or legal challenges might reasonably be expected. Similar projects were underway across the province. Prof. Danis expressed his confidence in the way the Fund had been managed to date, especially with regard to the University's premium holiday which had provoked some consternation among the staff. The unions held that the membership of the Committee governing the Pension Fund should be exclusively employees of the University, whereas Concordia's Committee includes three external members of the Board.

Prof. Danis praised the Fund management which, he said, had created "one of best-run funds in the country".

- 12.4 Chief Financial Officer Larry English said he had little to add at the present time. He observed that the expression, "managing chaos", was recently coined to describe financial management in the Québec universities' milieu. Aptly so, he added, since long-term planning was impossible under current conditions.

13. Correspondence

There was no correspondence.

14. Any other business

Mr. Groome invited Governor Emeritus Father Stanley Drummond to address the Board. Father Drummond said that, in the thirty-five years he had been observing the University, there had been constant evidence of exemplary devotion and care invested in its administration.

A Governor raised the bankruptcy of "Co-op Concordia", the student-run computer store which was housed in the Hall Building for several years. She asked whether the University could not control the use of the name "Concordia" to prevent damage to its reputation.

Mr. Emond responded that the University did control use of the full name, "Concordia University" or "Université Concordia", but not the word "Concordia" by itself. He told the Board that the Co-op was started in the mid-eighties by students and a faculty member of the Engineering and Computer Science Faculty, and received Board approval at the time. Mr. Freedman added that the University could choose to take a more aggressive stance with regard to protection of the name, saying it was a question of policy.

The Vice-Rector said that although there may have been some failure of oversight on the part of the University, responsibility lay with the Board of Directors of the Co-op. Normally, the financial management of cooperatives is supervised by the *Fédération des coopératives en milieu scolaire du Québec*, but Co-op Concordia had discontinued its

relationship with the *Fédération* a couple of years past. Bankruptcy proceedings had revealed Co-op debts amounting to about \$800,000. Mr. Emond observed it was possible there were implications arising from this case for the overall supervision of student affairs by the University administration. Mr. Groome asked the Vice-Rector, Services, to study all similar activities, giving special attention to establishing whether associations had continued to operate in conformity with their original mandates. Mr. Emond said his Office was currently reviewing its duties of supervision vis a vis student associations.

15. Date of next meeting

The next meeting of the Board will be held at 8:00 a.m. on Wednesday, 18 June 1997, in Room GM 407-1, on the Sir George Williams Campus.

16. Adjournment

There being no other business, the Open Session adjourned at 9:20 p.m.

Submitted by Me Bérengère Gaudet, Secretary of the Board of Governors,
for approval by the Board at its meeting of 18 June 1997